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UNITED STATES DEPARTMENT OF AGRICULTURE
SOIL CONSERVATION SERVICE



TRENDS IN USES OF TECHNICAL TIME, BY STATES
Calendar Years 1948 to 1955

Technical time is the most important resource of the Soil Conservation Service. The degree to which the Service meets its responsibilities is dependent upon appropriate uses of available time at all work locations.

Administrator's Memorandum SCS-54 on operations management states that:

"One of the most important responsibilities of the State and Territorial Conservationists is to see that all the facilities and resources available to the Service in his State or Territory are used for maximum accomplishment of soil and water conservation work of high quality at the lowest possible cost."

This study and the table on the following page shows the trends in percentage of CO-1 time of work unit personnel and specialists that has been used on operations' activities. The four primary operations functions of the Service are:

- | | |
|-------------------------------|-----------------------------|
| A. Planning Farms and Ranches | C. Watershed and Group Jobs |
| B. Application of Practices | D. Soil Surveys |

These functions are directly related to the main job of work units in helping farmers and ranchers to plan, apply, and maintain soil, water, and plant conservation on the land. Facilitating activities include those necessary tasks which contribute to effectiveness and efficiency of local operations work.

The operations functions as well as the necessary facilitating tasks are both considered as "productive". For example: time used for soil interpretation and publication is productive; program development and improvement to obtain high quality conservation work is productive; and in-Service training and supervision is productive when it results in improved methods, higher rates, or increased efficiency. Likewise, other facilitating tasks with the district governing body and other agencies promoting the conservation program are productive.

Generally, too much emphasis has been placed on time distribution as such, rather than appropriate uses of all available time under varying local conditions. Workload analyses, goals, annual plans of operations and schedules should reflect a mutual understanding between work unit personnel and their immediate supervisors, as to the use of time on all types of work.

Area conservationists, with the help of state operations management leaders, need to make frequent analyses of the work done for the time used. Where the needs are indicated, work improvement studies should be undertaken as a means of improving over-all performance. Section VII of the National Records and Reports Handbook gives some guides in making such appraisals of field work. Certain national and geographic trends in uses of technical time are shown on the summary page.

HISTORICAL TRENDS OF
SCS TIME USED ON OPERATIONS WORK
BY STATES

<u>States by Sections</u>	<u>Calendar Years</u>					<u>Calendar Year 1955</u>	
	1948	1950	1952	1954	1955	CO-1 Time Man-Years	Total Time Man-Years
Northeast							
Connecticut	63.8	59.0	59.9	56.9	57.3	21	22
Delaware	72.0	69.0	70.3	75.2	74.5	17	21
Maine	67.8	72.8	66.7	65.8	67.2	40	52
Maryland	67.7	64.0	62.3	62.8	61.0	70	88
Massachusetts	58.1	56.6	53.7	52.0	52.0	34	40
New Hampshire	65.3	67.1	64.2	64.9	64.9	27	30
New Jersey	70.9	63.6	58.6	63.4	56.5	37	47
New York	70.1	55.8	61.4	62.8	59.7	145	195
Pennsylvania	59.4	63.0	64.6	67.5	66.3	80	98
Rhode Island	69.4	57.9	66.5	57.8	68.8	5	6
Vermont	61.1	54.2	56.9	62.0	63.7	43	49
Virginia	65.3	67.3	64.8	70.8	64.5	142	176
West Virginia	69.9	68.0	69.3	72.3	70.4	107	130
Total	66.5	63.2	63.8	66.0	63.7	768	954
Southeast							
Alabama	70.0	71.3	68.2	71.7	67.4	198	204
Arkansas	72.4	70.9	72.1	75.3	75.4	219	288
Florida	71.7	70.6	64.0	63.5	58.3	145	155
Georgia	67.7	69.2	63.8	67.4	68.4	257	295
Louisiana	70.4	67.1	66.8	67.0	64.5	144	267
Mississippi	71.3	71.6	66.6	65.8	58.2	207	246
North Carolina	71.7	69.8	67.8	70.4	65.5	224	270
South Carolina	75.9	75.0	70.8	68.3	68.9	141	162
Tennessee	67.8	66.5	59.6	64.0	58.5	152	185
Caribbean	60.8	64.8	58.3	63.1	57.2	46	61
Total	70.8	69.8	66.6	68.4	65.3	1,733	2,133
Cornbelt							
Illinois	56.2	60.1	59.3	62.3	64.0	205	259
Indiana	61.6	58.4	60.1	56.6	55.1	131	154
Iowa	60.7	58.3	59.7	62.1	60.0	249	470
Kentucky	68.9	65.3	64.0	63.8	61.0	196	260
Michigan	55.2	55.2	52.5	49.3	48.0	128	167
Minnesota	65.7	62.2	67.7	64.6	63.8	130	168
Missouri	62.0	61.1	60.0	55.3	62.8	65	80
Ohio	60.5	55.2	55.4	61.6	61.8	188	245
Wisconsin	67.2	68.4	71.7	67.9	73.5	135	160
Total	61.8	59.5	60.9	61.1	61.2	1,427	1,963
Great Plains							
Colorado	64.1	65.8	63.3	65.6	60.7	197	235
Kansas	63.8	67.5	64.5	66.0	64.8	283	342
Montana	69.1	64.4	62.7	62.5	55.3	138	160
Nebraska	64.5	65.5	61.7	65.6	60.9	260	334
New Mexico	65.2	67.4	64.2	66.4	67.0	140	169
North Dakota	65.8	67.4	67.9	66.0	64.5	153	177
Oklahoma	75.0	73.4	73.7	70.0	68.3	272	375
South Dakota	63.7	62.1	64.2	65.7	61.2	131	164
Texas	72.2	66.7	61.8	63.9	57.9	831	1,026
Wyoming	62.2	61.9	60.5	63.8	63.3	74	88
Total	68.9	66.9	64.2	65.2	61.4	2,479	3,070
West							
Arizona	66.6	69.7	69.7	68.9	63.6	79	95
California	64.4	67.4	63.4	62.2	61.1	197	237
Idaho	65.1	66.4	57.2	59.8	59.2	91	115
Nevada	66.8	58.5	54.5	53.4	55.0	42	51
Oregon	67.7	64.6	57.8	61.1	58.9	111	125
Utah	65.4	61.1	56.5	66.6	63.5	109	127
Washington	59.4	57.1	55.3	57.9	54.3	174	215
Alaska	-	58.7	61.5	56.9	57.9	4	4
Hawaii	73.0	62.7	43.1	47.5	50.4	17	23
Total	64.2	64.1	59.4	61.5	59.1	824	992
NATIONAL TOTAL	67.3	65.7	63.6	64.8	62.3	7,231	9,112

1/ Also includes state aides, work unit clerks, ACP-5%, and other time used in districts under SCS supervision.

Summary

During 1955, the Service used approximately 7,230 man-years of CO-1 time for direct technical assistance to SCD's, of which 62.3% were used for operations activities, and 2,725 man-years were spent on the facilitating tasks and leave. An additional 1,880 man-years of time from other sources was used under SCS supervision, including work unit clerks, ACP-5% time, state aides, etc. CO-1 technical time used for operations in 1955 was as follows:

<u>Section</u>	<u>States and Territories</u>	<u>Operations Time</u>	<u>State range 1955</u>		<u>Decrease in % of time on operations</u>
	<u>Number</u>	<u>%</u>	<u>From</u>	<u>To</u>	<u>No. of States</u>
Northeast	13	63.7	52.0	74.5	7
Southeast	10	65.3	57.2	75.4	7
Cornbelt	9	61.2	48.0	73.5	5
Great Plains	10	61.4	55.3	68.3	9
West	9	59.1	50.4	63.6	6
NATIONAL	<u>51</u>	<u>62.3</u>	<u>48.0</u>	<u>75.4</u>	<u>34</u>

Data for 34 of the states and territories indicated a smaller portion of time available on operations in 1955 than in 1954. In 25 states the percentage of time used on operations was above the national average, and the range was from 48.0% to 75.4%. The national percentage of time used on operations in 1955 decreased 2.5 percentage points from that reported in 1954.

Trend 1948 to 1955

Since 1948, the national trend has been to use less of the available time on operations activities, and an increasing portion for facilitating activities. There has also been a slight decrease in the total CO-1 technical time during the last five years.

<u>Section</u>	<u>Percent of CO-1 Time Used on Operations</u>					<u>Percentage Points Change</u>
	<u>1948</u>	<u>1950</u>	<u>1952</u>	<u>1954</u>	<u>1955</u>	
Northeast	66.5	63.2	63.8	66.0	63.7	-2.8
Southeast	70.8	69.8	66.6	68.4	65.3	-5.5
Cornbelt	61.8	59.5	60.9	61.1	61.2	-0.6
Great Plains	68.9	66.9	64.2	65.2	61.4	-7.5
West	64.2	64.1	59.4	61.5	59.1	-5.1
NATIONAL	<u>67.3</u>	<u>65.7</u>	<u>63.6</u>	<u>64.8</u>	<u>62.3</u>	<u>-5.0</u>

If the percentage of time on operations in 1948 had prevailed in 1955, there would have been the equivalent of 361 more man-years of technical time for planning, application, group jobs, and soil surveys. Trends by states have varied and the general trend is downward, as shown by the net changes above.

Obviously, the increased work load on facilitating tasks in recent years has resulted in reductions of time spent on operations work in most states. Improved methods of handling the necessary facilitating tasks are needed at many locations to release more time for field operations.



